

ASPIRA, Inc. OF NEW JERSEY

EXECUTIVE OFFICE
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BUILDING ON
TWO DECADES
OF SERVICE

CARLOS J. ALMA
CHAIRPERSON

ROBERTO DEL RIOS, M.S.W.
EXECUTIVE DIRECTOR

MEMORANDUM

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GEORGE SANTIAGO, Jr., Ph.D.

JOSE A. VALENTIN

NOEMI VELAZQUEZ

TO: ASPIRA BOARD MEMBERS

FROM: ROBERTO DEL RIOS *ppr*

RE: THREE YEAR PLAN

DATE: OCTOBER 18, 1994

Enclosed you will find the revised version of the three year plan. Please review and call me with any corrections before the next board meeting (November 15, 1994).

Your attention is greatly appreciated.

CATEGORY I: LEADERSHIP AND EDUCATION DEVELOPMENT

GOAL 1: To create and develop education and Leadership development programs

OBJECTIVE A: To increase the percentage of Puerto Rican students on the caseload to 75%.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Discuss the option of implementing programs at schools where ASPIRA may not be providing service, but there is a high percentage of Puerto Rican students.	Program Committee	March 1995	The Program Committee will make recommendations to the Board to stay at schools presently serviced or provide a list of alternatives schools where ASPIRA should be present. (During FY 94 the Prog. Committee had preliminary discussion on this issue)
Meet with principals, guidance counselors, teachers and other educational leaders and parents to recruit Puerto Rican.	Staff	Sept 1994-June 1995	The ASPIRA staff will have provided educational and leadership development programs at schools where the Puerto Rican student is significant.
Present recruitment/retention objectives to active Aspirantes to involve them in the recruiting process	Staff and Aspirantes	Sept 1994-June 1995	During the academic year, active Aspirantes will have assisted in the recruitment process. (Each year ASPIRANTES refer and recruit peers for membership. Recruitment committees have been discussed at the clubs but have not been successfully implemented)

Revised: July, 1994

GOAL 1: To create and develop education and Leadership development programs

OBJECTIVE A: To increase the percentage of Puerto Rican students on the caseload to 75%.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Set in place a series of key recruitment activities.	Staff	Sept 1994-June 1995	By the end of June 1995, a series of workshops, one cultural awareness conference, and presentations will have been held to specifically recruit Puerto Rican students. (During FF '94 students from Trenton petitioned to have a P.R./Latino curriculum, dance and history workshops were also held)
Disseminate a newsletter to students indicating the various activities	ASPIRA Student Advisory Board	1994 - 1995	Students will have received at least one newsletter. (This activity was never accomplished during FF '94)

NOTE: During the 1992-1993 program year the total number of Puerto Ricans and other Latinos on the caseload was 66% and 20% respectively. During the 1993-1994 program year the Puerto Rican caseload increased to 71% and the Other Latino caseload decreased to 19%.

CATEGORY I: LEADERSHIP AND EDUCATION DEVELOPMENT

GOAL I: To create and develop education and Leadership development programs

Objective B: To retain 90% of the Puerto Rican/Latino youth in ASPIRA Programs.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
To develop mentoring program model -Professional vs Peer	Executive Director/Program Directors	Dec 1994	Collect and discuss 3 successful programs. Analysis will lead to the development of an implementation plan.
To implement a mentoring program	Executive Director/ Development Officer/Program Directors	Sept 1995	To secure funding to recruit and match mentors with ASPIRANTES.
To implement a drug awareness program for High School students.	Staff	June, 1995	Provide a series of drug awareness workshops. Pre and Post assessments will be held to determine the effects of the workshops.
To provide crisis counseling training for staff	Programs Director/	Dec. 1994 June 1995	A series of crisis counseling workshops will be provided.

GOAL I: To create and develop education and Leadership development programs

Objective B: To retain 90% of the Puerto Rican/Latino youth in ASPIRA Programs.
(Continuation)

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
To development and implement a community service program to facilitate community leadership skills.	Program Directors/	1994 - 1995	A community service curriculum will have been created and piloted at one ASPIRA site. (This activity was never attempted during FY 94)
Enhance enrichment programs for all students: *Computer Literacy *Tutoring *Writing Seminars *Workshops	Program Directors/ Development	1994- 1996	Enrichment programs will be provided and enhanced at all ASPIRA locations. (During FY 94 funds were sought to build a computer lab at the 390 Broad Street location. The lab once constructed will serve as a writing lab also. Funding needs to be secured for computer and writing personnel).
To establish a mentoring program throughout the 3 cities that is exclusive of the APPLP Mentoring Program	Program Directors/ Development Officer	1994- 1996	By Sept 1995, mentors will have been identified and by Jan 1996 students will have been match with their mentors. (One proposal was submitted last year for a mentoring program, however it was not funded. Additional staff is needed to implement this program).
Re-establish Math and Science programs so that is includes a comprehensive curriculum and special enrichment activities (role models, field trips, etc.)	Development & Program Director	June, 1996	Meetings will have been held to refine Math and Science programs. By the end of June 1996, a Math and Science conferences will have been held for high school and junior high school students.

GOAL I: To create and develop education and Leadership development programs.

OBJECTIVE B: To retain 90% of the Puerto Rican/Latino youth in the ASPIRA Programs.
(Continuation)

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Identify and develop the potential of students to pursue careers related to Math and Science	Program Directors & Staff	June, 1996	Field trips will have been taken to the NY Hall of Science, IBM and AT&T. (During FY 94 students from Newark, Trenton, and Camden either visited the Liberty Science Museum or the Franklin Institute. However a pre and post assessment needs to be implemented to determine if career interest in the Math/Science Fields has occurred.)

Category I: LEADERSHIP AND EDUCATION DEVELOPMENT

GOAL I: To create and develop education and Leadership development programs.

Objective C: To increase communication to parents.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Dedicate a page to Parents in El Clarin.	Staff	June 1995	Two issues of El Clarin will have been mailed to the parents on the caseload. (During FY 94 El Clarin was never published).
Conduct workshops for parents such as: *Tax assistance *What you need to know about your children's education, etc.	Staff	Sept 1994-June 1995 ongoing	Parents will have attended workshops designed to raise their awareness on different topics. (During FY 94 a series of 7 workshops were offered to Parents in Newark. However recruitment efforts need to be strengthened to ensure a higher level of success.)
Create a parents support group	Staff	1994 - 1996 1995 - 1996	By the end of June 1995 a parent support group will have been formed in at least 1 ASPIRA Centers. By the end of June 1996, a parent support group in 3 centers. (The beginnings of a Parental Support Group have become evident in Newark during FY 94)
To expand the Parent Advocacy Program	Executive Director/ Development	1994-1996	Funding sources will have been identified and cultivated to expand the Parent Advocacy Program to 3 centers. (Pending funding)

CATEGORY I: LEADERSHIP AND EDUCATION DEVELOPMENT

GOAL 2: To create and strengthen leadership program initiatives.

Objective A: To enhance the ASPIRA Student Advisory Board (ASAB)

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Implement the ASAB recommendations	Board/Programs Committee	July 1994	The Board will have evaluated the ASAB and refined the process.
Institutionalize the Student Congress	Board/Staff	June 1995	The staff will have implemented the new Student Congress.

NOTE: The ASPIRA Student Advisory Board completed its 3rd year of implementation. This Board has had major difficulties with communication and transportation. Often students are not able to fulfill all of their responsibilities. Last year the ASAB made a number of recommendations they felt will enhance it's Board. Change in personnel also has attributed to the lack of continuity on the ASAB.

CATEGORY I: LEADERSHIP AND EDUCATION DEVELOPMENT

GOAL 3: To continue providing cultural awareness initiatives.

Objective A: To develop and implement 2 additional initiatives that celebrate our heritage

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
<p>Conduct cultural awareness activities focusing on the history of Puerto Rico, issues and problems affecting Puerto Ricans and other Latinos:</p> <p>*Celebrate Puerto Rican Heritage Month.</p> <p>*Hold a Cultural Awareness Conference focusing on the Puerto Rican Heritage.</p> <p>*Hold a "Proud to be Puerto Rican" week.</p> <p>*Identify Puerto Rican key figures to be recognized.</p> <p>*Create Bookmarks with El Pitirre and ASPIRA's Mission Statements.</p> <p>Puerto Rican Heritage Workshops/Seminars/ to increase the participation of Aspirantes at college functions/ activities and celebrating Puerto Rican Latino Heritage.</p>	Program Directors/Staff	June, 1995 - ongoing	At least 2 activities will have been held. During the program year staff schedule a number of cultural related activities. These activities range from workshops, trips to museums, or the theater.

CATEGORY I: LEADERSHIP AND EDUCATION DEVELOPMENT

GOAL 3: To continue providing cultural awareness initiatives.

Objective B: Develop and implement initiatives that celebrate our heritage.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Collaborate on existing activities that celebrate the Puerto Rican culture.	Programs Director	Dec. 1995	Two collaborative activities will have been held.
Visit El Taller Puertorriqueno in Philadelphia and El Museo del Barrio in NYC.	Staff	1994 - 1995	Visits to El Taller Puertorriqueno (in Phil.) and El Museo del Barrio will have been made. (During FY 94 students from Trenton and Camden visited El Taller Puertorriqueno)

CATEGORY II: THE DEVELOPMENT PROGRAM

GOAL I: To initiate new programs in order to meet the emerging needs of the Puerto Rican/Latino youth in New Jersey.

Objective A: To identify and generate sources of revenue to implement programs.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
<p>Research the prospect of funding for programs which will help Puerto Rican/Latino youth stay in school and/or continue their education. The Development office will focus on the following programs:</p> <ul style="list-style-type: none">*Programs to address issues such as drugs, aids, teenage pregnancy parenting, etc.		1994 - 1995	By the end of June 1995, funding prospects will have been researched.
Write proposal for these programs to be funded.		1994 - 1995	By the end of June 1995, proposals will have been written for an Alternative High School, a pre-school educational program, and cultural center

CATEGORY II: THE DEVELOPMENT PROGRAM

GOAL 2: To facilitate the establishment of the ASPIRA Alumnae/i network.

Objective A: To develop ASPIRA Alumni to 100 members.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Identify a Board Member who will act as liaison to the Alumnae/i Association	Board	Sept. 1994	A Board Member will have assumed responsibility to act as liaison to the Alumnae/i Association.
Consider the position of an Alumni an ex-officio to the Board.	Board	Dec. 1994	The board will determined if the Alumni selected is to serve as ex-officio.
Schedule meetings with alumnae/i to convene a group willing to reactivate the Alumnae/i Association.	Board/Staff	Mar. 1995	At least two meetings will have been held to reactivate the Alumnae/i Association.
Provide continuing support for Alumnae/i activities through the agency	Board/Staff	Ongoing	
Alumnae/i activities will be institutionalized	Alumni/Staff	June, 1996	Alumnae/i activities will have been built into the Agency's annual planning schedule

CATEGORY II: THE DEVELOPMENT PROGRAM

GOAL 2. To facilitate the establishment of the ASPIRA Alumnae/i network.

Objective B: To assist the ASPIRA Alumni Association.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Facilitate the development of the Alumnae/i activities (dances, reunions, telethon), designate a page in El Clarin for Alumnae/i	Board/Staff	1995 - 1997	By the end of June 1997, the Alumnae/i Association will have a page included in El Clarin.
Schedule annual meetings to provide the Alumnae/i Association and update of ASPIRA activities	Board/Staff	1994 - 1997	By the end of June 1995, at least one meeting will have been held between the Board, Staff and the Alumnae/i Association.
Create opportunities for the Alumnae/i Association to contribute their time and efforts to the following: *Role Models *Mentoring *Workshop *Speakers	Board/Staff	1995 - 1997	By the end of June, 1995 Alumnae/i Association members will have been invited to serve as role models, conduct workshops, etc.
Coordinate Alumnae/i activities with the ASPIRA's National Office efforts.	Board/Staff	1994 - 1996	By the end of June 1995, efforts will be conducted and planned with the National office.

CATEGORY II: THE DEVELOPMENT PROGRAM

GOAL 2: To facilitate the establishment of the ASPIRA Alumnae/i network.

Objective C: To facilitate the Alumnae/i's fundraising capability

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
To provide technical expertise and resources to assist Alumnae/i in raising funds for ASPIRA and the Alumnae/i Association.	Board/Staff	1996 - 1997	By the end of June 1995, Alumnae/i will have been provided technical expertise and resources to help them in fundraising.
Invite the Alumnae/i Association to attend a Grant Writing Workshop	Staff	1997	A representative from the Alumnae/i Association will have attended a Grants Writing Workshop.
Involve Alumnae/i Association in fundraising activities	Staff	1996 - 1997	By the end of June 1995, the Alumnae/i Association will have become involved in fundraising activities.

CATEGORY II: THE DEVELOPMENT PROGRAM

GOAL 3 To strengthen and expand Development activities.

Objective A: To raise 60,000 funds for General Operating expenses.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Input & create current mailing list	Staff/ Development Office	Dec. 1994	By the end of Dec. 1993, the current mailing list will have been enhanced.
Hold two Special Events.	Board/Executive Director	Annually	At least two special events will be held each year. One of these will be the luncheon and the second will be a festival and/or banquet. Luncheon goal: \$45,000
Carry out Direct Mail Campaign: *Conduct a special scholarship campaign appeal *Conduct a membership Drive		1993 - 1994	By the end of Fall 1994, two direct mail campaigns will have been conducted with special appeals and membership drive focus.

CATEGORY III: PUBLIC RELATIONS

GOAL I: To increase the public awareness of ASPIRA.

Objective A. To provide 6 Public Relation activities that will publicize ASPIRA.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Ensure that public relations literature reflects the (July 1991) mission statement and current program goals/objectives. *El Clarin *Annual Report *Program Brochure *Lunch Invitations *Program Journal *Conference Brochures *ASPIRA TV Show *Advocacy	AD HOC Public Relations Committee	June, 1995	All public relations activity will be institutionalized.
Ensure consistency, factual data, and changes. Make revisions as needed	Public Relations Committee	On-going	At the end of each year revisions to agency data will be made accordingly.

CATEGORY III: PUBLIC RELATIONS

GOAL 1: To increase the public awareness of ASPIRA.

Objective B. To develop a strategy and mechanism for advocacy.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Discuss and develop strategy and mechanism for advocacy.	Board	Jan, 1995	A strategy and mechanism for board to take key policy positions on key issues will be discussed at July 1994 Retreat. If approved the Public Relations/Advocacy committee will develop strategy and mechanism for Board approval during the second quarter of 1995.

CATEGORY IV: PLANNING AND ASSESSMENT

GOAL I: To evaluate the effective of all ASPIRA programs and services.

Objective A: To develop and conduct a comprehensive organizational self-assessment.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Identify and secure consultants Develop Questionnaire Collect data Analyze data	Board/Executive Director	June, 1995	Consultants will have been hired, the questionnaire(s) will have been developed, and data collected and analyzed.
Implementation of the strategic plan.	Board/Executive Director	Jan. 1996	The first phase of a strategic plan will have been implemented.
Prepare an assessment of Jersey City and Paterson	Program committee	Oct. 94	Make recommendations to full board.

CATEGORY IV: PLANNING AND ASSESSMENT

GOAL 2 To maximize the efficiency of the agency.

Objective A: To update and maintain information system which support organizational effectiveness.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
<p>Explore and refine training and imputing of records, reports, and databases in all areas:</p> <p>*Fiscal -Annual Budget -Monthly Expenditure Reports -Quarterly Reports</p> <p>*Programs -Database Management -Monitoring Students' Progress</p> <p>*Development -Alumnae/i Association -Mail merge -Gift Consultant: special campaign, revenue, and reports -Direct Mail Campaign -Report</p> <p>* (Pending funding)</p>	Executive Director	Jan, 1996	Data for the fiscal, development, and programs offices will have been entered and enhanced reports will have been produced.

CATEGORY IV: PLANNING AND ASSESSMENT

GOAL 2: To maximize the efficiency of the agency.

Objective A: To update and maintain information system to support organizational effectiveness.

(Continuation)

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Expand and enhance strategies for data collection to improve quality services in offices	Executive Director	Dec. 1994	Determination of how many students have continued in ASPIRA programs will have been documented.
Set backup recovery procedure	Executive Director	Oct. 1994	Report to the Board Directors.
Purchase & Install virus protection software	Executive Director	Oct. 1994	Report to the Board Directors.
Explore the creations of a local area network (LAM)	Executive Director	Dec. 1994	Report to the Board Directors.

CATEGORY IV: PLANNING AND ASSESSMENT

GOAL 3: To enhance the effectiveness of the Board.

Objective A: To maximize board member's skills.

ACTIVITIES	RESPONSIBILITIES	TIMELINE	EVALUATION
Provide in-service training Develop member's skills profile.	Board	On-going	The annual retreat will have provide opportunity for in-service training, July, 1994 A member skills profile will be distributed for completion by Board members by October 1, 1994